Santa Cruz County 5-Year Tourism Sector Prosperity Plan

CAPLA capstone 2023

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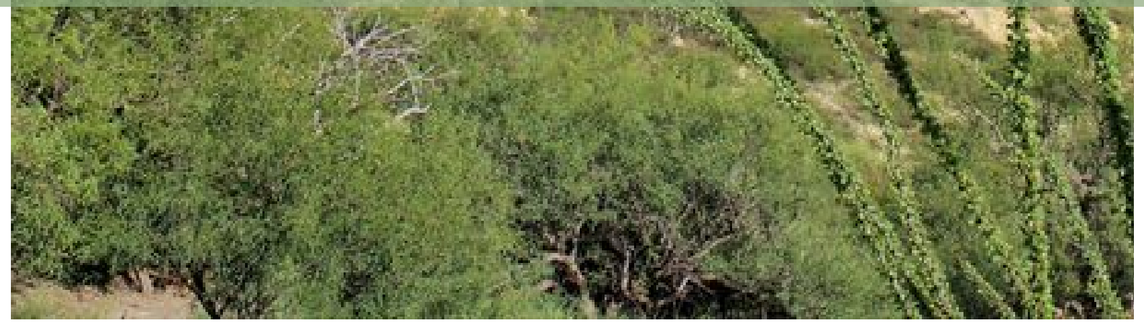
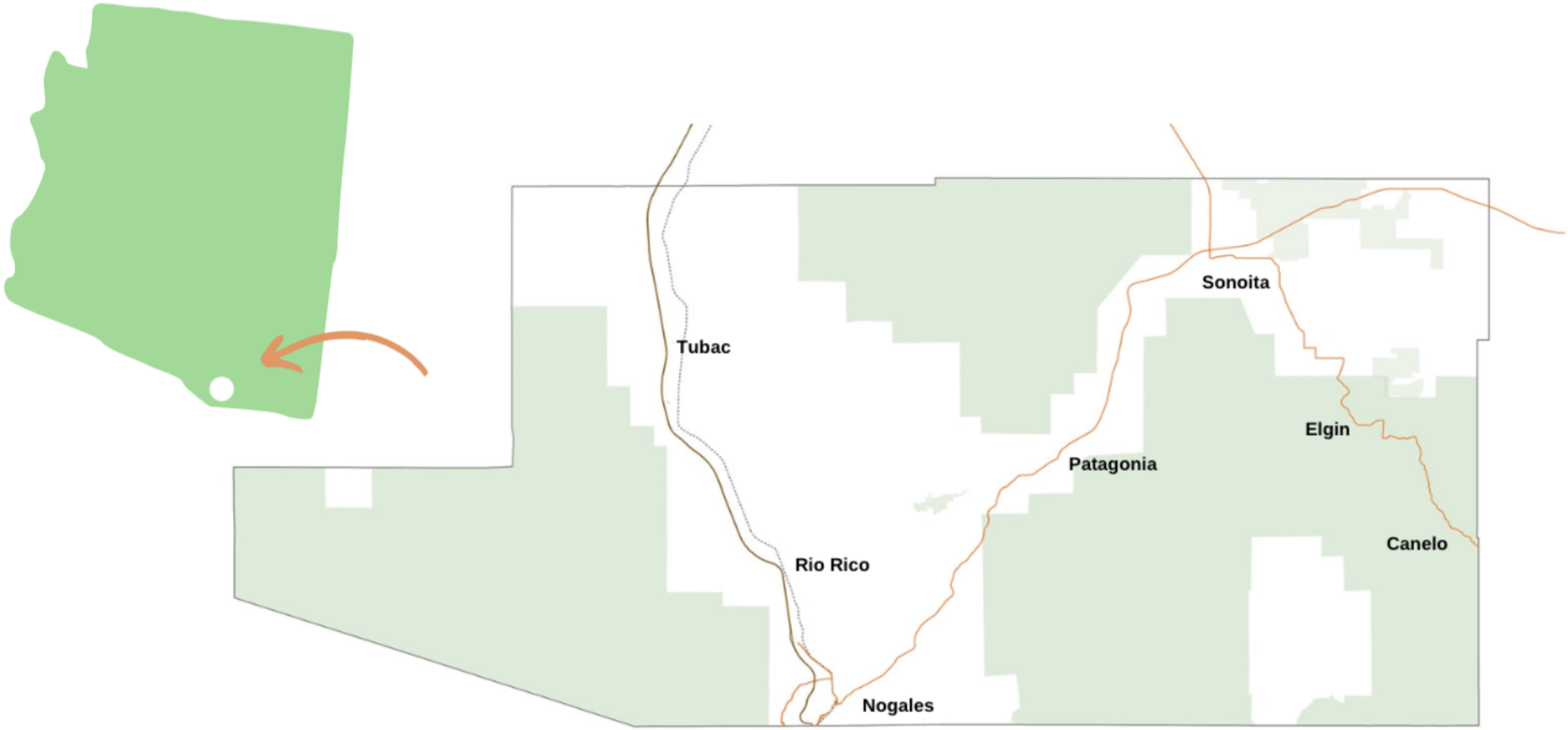


Santa Cruz County, AZ



Research and Analysis

Target
Pima County

Direct Competitor
Cochise County

Aspirational
Yavapai County

Origin DMA	Visitor Share	Repeat Visit Ratio	Average Time in Destination
Phoenix	21.6%	33%	1 Day, 10 Hours, 32 Minutes
Los Angeles	14.0%	48%	1 Day, 1 Hour, 37 Minutes
Tucson/Sierra Vista	10.6%	49%	1 Day, 4 Hours, 27 Minutes
Reno	4.1%	20%	2 Days, 12 Hours, 49 Minutes
Sacramento/Stockton /Modesto	3.9%	45%	1 Day, 17 Hours, 57 Minutes
El Paso	3.7%	34%	1 Day, 17 Hours, 58 Minutes
Fresno/Visalia	3.4%	54%	1 Day, 7 Hours, 42 Minutes
Portland-Or	2.3%	7%	3 Days, 15 Minutes
Salt Lake City	1.8%	27%	1 Day, 23 Hours, 45 Minutes
Albuquerque/Santa Fe	1.7%	28%	2 Days, 6 Hours, 15 Minutes

Santa Cruz County Tourism Visitation
https://tourism.az.gov/wp-content/uploads/2021/08/Santa-Cruz_Arrivalist-One-Pager_GCOT-2021.pdf

Research and Analysis

	Not Over-Touristed	Heritage Area	Wine or Spirits	National Park/Forest	Districts or 'Places'	Approx Visitation (per year)
Santa Fe - Taos		✓	✓		✓	900,000
Las Vegas - Pahrump	✓		✓	✓		500,000
Tucson - Cochise County	✓		✓	✓	✓	500,000
Phoenix - Sedona			✓		✓	3.5 million
Tucson - Santa Cruz County	✓	✓	✓	✓	✓	200,000 (?)

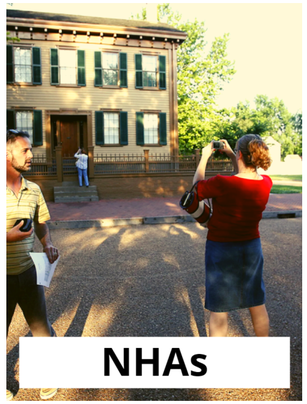
Competitor Analysis

Research and Analysis

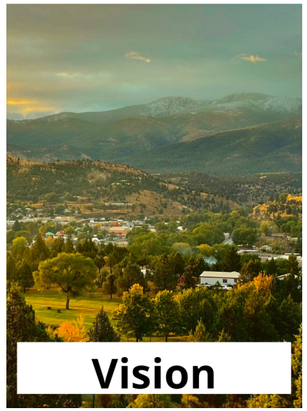
Asset Mapping

Research and Analysis

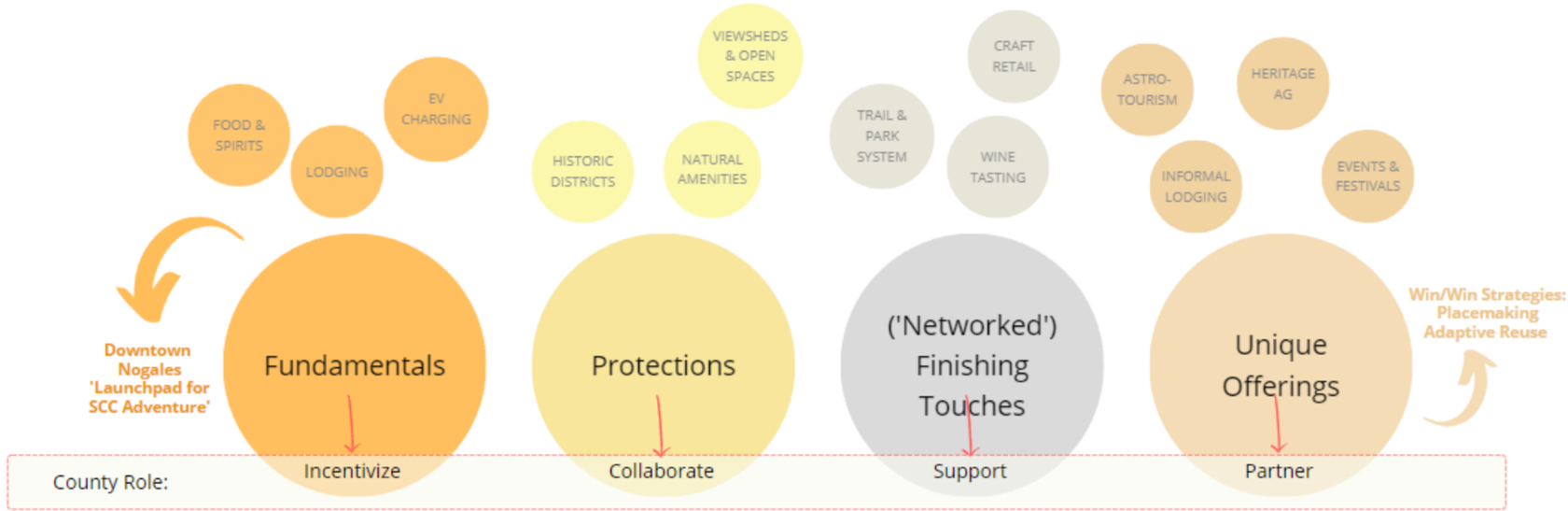
Workshopping


NHAs

Branding & Marketing


Vision

Case Studies



Project Types & County Role

Seed Projects

Adopt A Highway: I-19

Nate Dyhre

INTRO & BACKGROUND... An easy and immediate opportunity an impatient me county is by working together to simply improve the aesthetics. As important as the natural beauties in the county are, community ownership is not only attractive to residents but also enhances tourism activities. Programs that include physical beautification are popular throughout the world, but perhaps even more key to revitalizing the county. The I-19 corridor is a busy and highly active port of entry, which makes the area susceptible to trash and the environmental elements. Beautifying the area and corridor will benefit all and will help increase community relations within the county.

KEY POINTS (WHAT IS IT)

- Opportunity for a county-wide group organization to litter free/weed control.
- Seems the most popular program from ADOT maintenance to county.
- Beautifies the area and decreases time between litter community and tourists.

COLLABORATORS

- ADOT volunteer program/partnership
- Santa Cruz County supervisors/supports each volunteer community organization

CASE STUDIES

LOCATION

LOCATION

ROLE OF COUNTY: Support

BUCKET: Finishing Touches

GRANTS:

- ADOT funds the cost of the sign posted, safety vests, litter bags, and safety training, as well as volunteers.

TAKING IT FURTHER

- Evolve Adopt-A-Highway efforts into Highway 82 and 92.
- Hire project manager to focus improvements for the Nogales gateway project, as well as liaison/development along I-19

CONNECTION TO V & P PLAN

- Opportunity for a county-wide group organization to litter free/weed control.
- Seems the most popular program from ADOT maintenance to county.
- Beautifies the area and decreases time between litter community and tourists.

IMPACT & METRICS

This simple and inclusive program will change the landscape of the I-19 corridor for the better. The program includes an activity report linked by a phone number to self report litter pickup submissions. This allows the owner of this organization to maintain records of activity and to help in measuring the impact made. Furthermore, this activity report will be a tool used to improve upon the standard number of events held quarterly.

Business Improvement District: Grand Ave

Nate Dyhre

INTRO & BACKGROUND... The Business Improvement District (BID) is a revitalization program designed to increase opportunities for city projects and aesthetic amenities that promote a safer and more attractive corridor along Grand Ave in Nogales. Santa Cruz County will work with city officials and local business owners to incentivize development within the BID to implement improvements. The BID is to be determined by the assessed value of the property. The funding is governed and assessment by a large board of directors consisting of stakeholders (county, city, and local business owners) representing the BID interests.

KEY POINTS (WHAT IS IT)

- Crucial issue to with clean up and safety concern
- Contributes to placemaking, gateway revitalization, and infrastructure improvements
- Reinvestment back into the city/county

COLLABORATORS

- Santa Cruz County contributes as an equity partner in the support, supervision, and allocation of funds
- Matters, public/owner, and access as a co-partner to the BID

CASE STUDIES

LOCATION

LOCATION

ROLE OF COUNTY: Incentivize

BUCKET: Fundamentals

GRANTS:

- Nonlocal Trust for Historic Preservation (Funds)
- USDA Rural Development Grants in Arizona
- USDA grant Community Facilities Direct Loan & Grant Program
- ADOT Enhancement Program (TEP) Grant Program Arizona Department of Transportation

TAKING IT FURTHER

- The BID includes funds to support projects for placemaking/wayfinding/branding and streetscapes focused in the BID.
- Future BID locations could include the intersection of other communities within the county.

CONNECTION TO V & P PLAN

- Vision 2020 – City of Nogales' economic vision, marketing approach, community visioning
- Vision 2030 – City of Nogales General Plan update planning areas, maps included
- 2021 Comprehensive Plan 2030 – Planning Considerations Mobility
- Vision 2030 – City of Nogales General Plan Goal 7

IMPACT & METRICS

The BID improvements will not only include aesthetic additions but will also provide safer access to the corridor, while improving the primary and secondary road usage. The "bungee industrial" area will enable safer movement of people as well as the transit of commodities throughout the community. This impact will be measured on the planner's involvement with the board of directors, and their contribution to coordination and facilitation.

Urban Vacant Land Program

Nate Dyhre

INTRO & BACKGROUND... Vacant property in urban and downtown areas creates a feeling and appearance of blankness across a landscape. Community gardens are common of late, but the range of opportunities with vacant property adds more value to a community than just a garden. Vacant land can be used to temporarily utilizing vacant land, these projects add to the social capital within the communities. The more utilizers the use, the easier it is to turn the temporary land use into a permanent use. The key is to have the community involved in the use of it over time. The funding is dependent on the county to encourage community and private landowners to utilize vacant land for temporary use will need the support of community residents. The county will incentivize these landowners by decreasing the property taxes from the assessed value.

KEY POINTS (WHAT IS IT)

- Adding to the mixes community spaces to promote urban livelihood effect
- Community activities, businesses and investment
- Reuse of existing structures on site/lots
- Opportunities to reduce crime, waste, and dirty uses

COLLABORATORS

- Building community support and encourage the temporary use
- Assist in researching partners for funding and operations on the project

CASE STUDIES

LOCATION

LOCATION

ROLE OF COUNTY: Incentivize

BUCKET: Fundamentals

GRANTS:

- Corridor Infill Construct and Recycling

Provides a number of funding resources, including CDBG grants

TAKING IT FURTHER

- Utilize Vacant Land projects will increase community interest and add to the social capital of the community.
- Projects more or on-site scale, and coordinate on the streets vacant consumers that help stay industry

CONNECTION TO V & P PLAN

- Vision 2020 – City of Nogales' economic vision, marketing approach, community visioning
- Vision 2030 – City of Nogales General Plan update planning areas, maps included
- 2021 Comprehensive Plan 2030 – Planning Considerations Mobility
- Vision 2030 – City of Nogales General Plan Goal 7

IMPACT & METRICS

This program encourages the use of vacant land, especially within the urban core and downtown areas. Success will be measured by the community participation and the visual change across the landscape. As development increases within the county, the officers use of vacant land shows whether this program is succeeding or not (eye ball test). The county's supervisor role is critical to this program and will not be accomplished without them.

Main Streets Place Protection

Sarah McDowell

INTRO & BACKGROUND... Main streets are important destinations for visitors, it helps orient them in the area. Tubac is a well-established tourism destination that draws people from across the state and country. The other main streets in the county should work to create unique placemaking destinations by preserving historic character, providing unique dining/shopping opportunities, being accessible/walkable, and having clear wayfinding. Any historic main streets should be designated as historic districts on the national register to help provide protection and access to preservation funding.

KEY POINTS (WHAT IS IT)

- Protecting historic main streets in the county from new development, tourism expansion, and neglect of aging structures
- Designating Downtown Nogales and Patagonia to the National Register of Historic Places
- Placemaking along main streets throughout the county to create central tourism destinations

COLLABORATORS

- Santa Cruz Valley Heritage Area
- Arizona SHPO
- A/V Preservation

CASE STUDIES

AJO, AZ

Ajo is an old town built in the gold rush year. This small town focuses on the mission revival architecture and the Spanish colonial revival. Ajo is also known for its copper mining.

COTTONWOOD, AZ

Old Town Cottonwood is a historic main street designated in the NRHP. The small town highlights its proximity to the lands, wineries, and is located on the Verde Valley Wine Trail.

ROLE OF COUNTY: Collaborate

BUCKET: Protections

GRANTS:

- Nonlocal Trust for Historic Preservation (Funds)
- USDA Rural Development Grants in Arizona
- Main Street Arizona
- Certified Local Government (CLG) Grants from the Federal Historic Preservation Fund (HPF)

TAKING IT FURTHER

- Develop historic main streets in the county, including Nogales, Tubac, Patagonia, and Sonoita
- Encourage the use of historic tax credits for the rehabilitation of historic buildings
- Implement historic walking trails
- Promote local small businesses and entrepreneurs in historic buildings/regional frontages

CONNECTION TO V & P PLAN

Grow Santa Cruz County's businesses and sales tax base, retain businesses and grow local jobs

IMPACT & METRICS

Santa Cruz County is about to experience major industry growth from border traffic and mining industries. Main streets in Nogales and Patagonia are achigh risk due to industry growth in these areas, it is important to put protections in place before the industries move in. Other areas, like Sonoita/Elgin lack economic vitality and need to establish main streets to improve tourism and make the areas more attractive to visitors.

Cross-Border Community Art

Sarah McDowell

INTRO & BACKGROUND... Community public art is enjoyed by locals and visitors, it makes an area more vibrant and is a great form of community expression. This project would involve cross-border collaboration with artists from across Santa Cruz County and Sonora Mexico, bringing the communities together with art throughout the county. Ideally, the project would also continue across the border into Nogales, Mexico to connect the communities. Public art is a great form of placemaking, it brings vibrancy to the areas where it's used and highlights regional artists.

KEY POINTS (WHAT IS IT)

- Public art projects on both sides of the border to connect Santa Cruz County and Sonora Mexico
- Creating a series of murals/street/3D photo public art could support circulation and economics
- Find towns to display an ongoing mural corridor/tour.

COLLABORATORS

- Santa Cruz Valley Heritage Area
- Arizona Commission on the Arts (ACAA)
- Arts Movement on The Mile Project
- Tubac Center of the Arts
- Arts Foundation for Tucson and Southern Arizona
- The Patagonia Museum
- Santa Cruz Valley Art Association

CASE STUDIES

PITTSBURGH, PA

Pittsburgh established an Office of Public Art to commission local artists. The community fully believes in its idea needs to highlights social issues in community members view above

RALEIGH, NC

Raleigh, NC funded an arts grants program to create an ongoing mural corridor in the city. The Raleigh Mural Project has 30 murals.

ROLE OF COUNTY: Support and/or Fasten

BUCKET: Networks/Finishing Touches and/or Unique Offerings

GRANTS:

- Municipal Arts Grant Program
- Projects in the Public Spaces
- The National Endowment for the Arts (NEA)

TAKING IT FURTHER

- Schools/artists/youth engagement on murals/styles
- Expand the public art beyond Downtown Nogales, and explore other areas of the county
- Connect with artists in Nogales, Sonora, Mexico, to bring the region stronger.

CONNECTION TO V & P PLAN

- Connect on cross-border/binational/community/business and industry, and tourism businesses, as the murals
- Connect with cross-border/binational/community/business and industry, and tourism businesses, as the murals

IMPACT & METRICS

There is already a small amount of public art in parts of SCC but this could be enhanced county-wide to connect the different towns visually. This art can focus on regional heritage in can visually enhance the Santa Cruz Valley Heritage Area by linking modern areas to cultural history. This could be an ongoing project, it could create opportunities for collaboration between SCC and Sonora Mexico, making the region stronger.

Dark Skies Protection and Development

Sarah McDowell

INTRO & BACKGROUND... Much of Pima and Cochise County have designated dark skies areas that are protected and used for scientific research, amateur astronomy, star gazing, and astrophotography. SCC is an ideal location for dark skies development due to its proximity to astrophotography, observation, and star gazing tourism. To protect existing astronomy assets it is important to have the surrounding areas designated as dark skies areas and avoid light pollution in the regions near these dark skies locations. Several sites that can be developed include a new astronomy observatory, amateur telescope parks, dark skies campgrounds for stargazing, and telescope parks for local astronomy associations and local schools.

KEY POINTS (WHAT IS IT)

- Designate parts of Santa Cruz County as dark skies areas to protect valuable assets from light pollution.
- Designate a boundary or areas where you can camp, set up telescopes and star gaze.

COLLABORATORS

- I-1 Whipple Observatory
- Mitter Observatory
- Tucson Amateur Astronomy Association (TAAA)
- Rancho La Aventura Country Club (AAC)

CASE STUDIES

DARK SKY, NM

Dark Sky New Mexico is an environmentally recognized private educational facility dedicated to astronomy, observation, and astronomers.

CHIRICAHUA ASTRONOMY COMPLEX, AZ

CAC is the dark skies complex owned by the AAA its used by members, has star parties, yards called by the local school district.

ROLE OF COUNTY: Partner

BUCKET: Unique Offerings

GRANTS:

- Many grants/partnerships
- Projects in the Public Spaces
- The National Endowment for the Arts (NEA)

TAKING IT FURTHER

- Evolve Adopt-A-Highway efforts into Highway 82 and 92.
- Enhance the public school system with astronomy/stem/science and the AAA modern outreach opportunities to locals
- Develop a plan for community members and public schools.

CONNECTION TO V & P PLAN

- Connect on cross-border/binational/community/business and industry, and tourism businesses, as the murals
- Connect with cross-border/binational/community/business and industry, and tourism businesses, as the murals

IMPACT & METRICS

The American Southwest is highly desirable for astronomy activity, it is world renowned for clear skies and low light pollution. The region already has several observatories, some of which are closed to the public. By connecting these resources with more public sites SCC could offer something regionally unique for tourists, visitors, and their public educational institutes. This is a growing market, SCC could enter before other areas become better established.

Sonoran Heritage Garden

Sarah McDowell

INTRO & BACKGROUND... The Santa Cruz Valley Heritage Area has a long traceable history of agriculture, Tucson has been designated as a UNESCO Creative City of Gastronomy for over 4,000 years of continuous cultivation of agriculture. The Santa Cruz Valley Heritage Area can benefit from the national attention by creating a heritage garden that highlights food that has been found in the region prior to European contact, focusing on ancient agricultural techniques and traditional Sonoran agriculture. These gardens can work closely with local chefs to create farm-to-table menus that highlights regional cooking traditions and Sonoran cuisine.

KEY POINTS (WHAT IS IT)

- Creates a Mission Garden–style garden that highlights the region's ancient and traditional agricultural practices.
- Public schools can collaborate with the garden and implement heritage crop/heritage gardens.

COLLABORATORS

- Santa Cruz Valley Heritage Area
- Native Seed Search
- Mission Garden Tucson
- Desert Botanic

CASE STUDIES

MISSION GARDEN, AZ

Mission Garden is a living history museum and working farm that highlights the agricultural practices that have been used in the region by the different groups who have resided in Tucson over the years.

NEW MEXICO FARM & RANCH HERITAGE MUSEUM, NM

The NM Museum is an interactive museum that highlights over 4,000 years of agricultural practices used throughout the state.

ROLE OF COUNTY: Partner

BUCKET: Unique Offerings

GRANTS:

- The Community Food Bank of Southern Arizona Planting Communities Grants program
- Food Environmental Protection Agency (EPA) Environmental Justice Grants
- Tucson Metro Air Grants
- Down 5 Forward

TAKING IT FURTHER

- Initial, and social Grants is a highly modernist looking and feeling design.
- Incorporate a community aspect of the heritage into the garden and sustainability practices/ process.

CONNECTION TO V & P PLAN

- Promoting tourism and economic opportunities, creating an overall brand

IMPACT & METRICS

This is an underdeveloped opportunity that is unique to the Santa Cruz Valley Heritage Area. Tucson is still developing (two around the UNESCO designation, the Santa Cruz Valley region needs more tourism opportunities around agriculture history and traditional cuisines. SCC has the space to develop a large heritage garden like could be a sister garden to Mission Garden in Tucson.

Trail System

Stephanie Smith

INTRO & BACKGROUND... Santa Cruz County has a range of recreation trails for walking, hiking and bicycling, with plans for new trails, and connections. However, these trails are not connected – they don't constitute a "Trail System". Santa Cruz County can complete various trails, add signage and wayfinding for better accessibility, then designate them as a "Trail System". This system can be promoted to local residents as well as to tourists. These connected trails act as networks connecting the east and west areas of the county.

KEY POINTS (WHAT IS IT)

- Complete then map existing trails to be "Trail System" (including Trail System Master Plan)
- Add wayfinding & accessibility, then promote
- Expand existing trail business base to experience & retail system

COLLABORATORS

- City of Nogales
- Patagonia Trails Group
- Patagonia Bike & Lumber Co

CASE STUDIES

KETCHUM, ID

Ketchum is the Recreation Area 47 mile Galena Trail System

BIRD & WILDLIFE TRAIL

STATE OF VIRGINIA

Virginia Bird & Wildlife Trail program with rewards of road tour when highlighting the best places to view birds and wildlife in the Commonwealth

ROLE OF COUNTY: Support

BUCKET: Finishing Touches

GRANTS:

- Arizona Game Trails

TAKING IT FURTHER

- Trail Trail Grants in 2021
- Development Trail - Grand
- Development 2021
- Mine Trail
- Nogales Trail Program (Santa Valley)
- Investigate Trail Steward Program

CONNECTION TO V & P PLAN

- Nonlocal Grand Tourism, building on the Nonlocal Grand Reinvestment economy

IMPACT & METRICS

WHAT DOES IT CREW INTO? HOW WILL WE KNOW WE'VE SUCCEEDED?

Trail system is completed and accessible. Usage is measured and tracked.

Craft Retail

Stephanie Smith

INTRO & BACKGROUND... A number of local artisans (as well as artisans across the border in Nogales/Sonora) are creating and selling nature-based and other crafts in Santa Cruz County. And more residents could be trained in these craft skills. The County can structure this effort by making it easier to open a small, craft-oriented business (Yelp /Lenses), supporting the adoption of these skills, and supporting efforts to create experiences around these skills. Let's build on the examples of the mesquite furniture industry in Tubac.

KEY POINTS (WHAT IS IT)

- Encourage the creation of artisanal/craft/small business skills in certain areas in the county
- Inexpensive workspaces and skills building
- Incubate small businesses within larger businesses
- Incentivized using Think Arena/concepts
- Promote San Tubac Chimayo as famous brand

COLLABORATORS

- Chambers of Commerce
- Local Business Owners

CASE STUDIES

TUMACACORI, AZ

Furniture store: Mesquite, specializing on Mesquite craft furniture & linings

PATAGONIA, AZ

1880s Mesquite Woodshops, educating local participants to build skills, learn, connect and collaborate across Southern AZ

ROLE OF COUNTY: Incentivize

BUCKET: Fundamentals

GRANTS:

- USDA Rural Business Development

TAKING IT FURTHER

- Increase small business programs to create local small scale retail to create more retail consumer options
- Public/private partnership to create more collective sales retail options (farmers markets, craft markets, individual craft sales, swap meets, etc)

CONNECTION TO V & P PLAN

- Nonlocal Grand Economy, Building on the Nonlocal Grand Reinvestment economy
- New Jobs In Skills

IMPACT & METRICS

WHAT DOES IT CREW INTO? HOW WILL WE KNOW WE'VE SUCCEEDED?

Craft businesses are opening in designated areas of the county. Residents are gaining new skills and applying them locally.

Informal Lodging

Stephanie Smith

INTRO & BACKGROUND... There is a lack of tourist lodging throughout the county. New commercial lodging takes time to construct. An interim option is to encourage informal lodging in certain areas of the county and support more lodging on protected lands (under certain circumstances). This type of lodging is suited to an existing SCC tourist market – hikers, gravel bikes riders, birders) and will support and expand this audience. It also supports wine industry agritourism. This approach is "light on the land" and can help support tourism in the far west side of the county.

KEY POINTS (WHAT IS IT)

- Small scale, easy to permit/apply (Airbnb, temporary leases for pop-ups, rustic cabins, rent campgrounds)
- Allow the types of commercial lodging/services (agricultural ranch/ranch/dude/Trailer Camp)
- Support upgrades and services external lodging on Coronado National Forest, especially west of Nogales

COLLABORATORS

- Coronado National Forest/National Forest Service

CASE STUDIES

WASHINGTON STATE

Cabins, rustic shelters & yurts available in WA state parks

SURPRISE, AZ

Small scale available on Upcomps

ROLE OF COUNTY: Support

BUCKET: Fundamentals

GRANTS:

- Arizona Game Trails

TAKING IT FURTHER

- Partner with commercial property owners/ operators, California Ranger grounds

CONNECTION TO V & P PLAN

- Nonlocal Grand Economy, Building on the Nonlocal Grand Reinvestment economy

IMPACT & METRICS

WHAT DOES IT CREW INTO? HOW WILL WE KNOW WE'VE SUCCEEDED?

More lodging in appropriate areas of the county.

Urban Agriculture

Stephanie Smith

INTRO & BACKGROUND... Urban agriculture has many benefits. It is the foundation of agritourism. It can beautify an area, better utilize urban land, act as a placemaking effort and connect a local community. Many tourist benefits flow from these initial efforts. An urban ag starting point is to update county code to accommodate it (see Tucson) and show commitment to the effort by diverting a portion of the 60 million lbs of produce waste towards a compost program.

KEY POINTS (WHAT IS IT)

- Lay out a basis for a yearly series of urban ag projects. Literally is figuratively
- Update code for urban ag
- Create a compost program from local food production waste

COLLABORATORS

- City of Nogales
- Rio Rico Food Coop/Del Lago
- Sonoita Farmers & Vineyards

CASE STUDIES

TUCSON, AZ

Urban agriculture ordinance as well as the new planning effort along Tucson's medians

FORT WORTH, TX

City run residential food waste compost program

ROLE OF COUNTY: Partner

BUCKET: Unique Offerings

GRANTS:

- As needed

TAKING IT FURTHER

- Compost and agritourism programs at schools
- Community gardens
- Water-butler agriculture and demonstration project
- Agritourism initiatives

CONNECTION TO V & P PLAN

- Nonlocal Grand Economy, Building on the Nonlocal Grand Reinvestment economy
- Water-thrift laws
- Tourism businesses

IMPACT & METRICS

WHAT DOES IT CREW INTO? HOW WILL WE KNOW WE'VE SUCCEEDED?

New ag opportunities are taking advantage of code updates. Compost program supporting various initiatives

Signage and Wayfinding

Anushka Phalke

INTRO & BACKGROUND... This project aims to create accessibility and a better community experience in the historic neighborhoods of Santa Cruz County. For this, eligible tourist destinations of significance will be grouped together by location and these districts will be improved in terms of their existing mobility features. Improvements will also be suggested to build community spaces with landscape, transport infrastructure, and efficient signage.

KEY POINTS (WHAT IS IT)

- Location
- Orientation through scenic signage
- Different modes of transportation explained

COLLABORATORS

- Santa Cruz County
- City of Nogales

CASE STUDIES

ANNAPOLIS, MD

- Environment
- ADA friendly
- Walkable historic district

TYBEE ISLAND, GA

- Infrastructure
- Community possessions
- Sustainability

ROLE OF COUNTY: Partner

BUCKET: Fundamentals

GRANTS:

- Community Development Block Grants Program - $0 million Placemaking

TAKING IT FURTHER

- Mobility
- Transportation infrastructure
- Tenant spaces

CONNECTION TO V & P PLAN

Community + Economic Development

IMPACT & METRICS

Increase in park-and-ride services or increase in people exploring historic neighborhoods on foot is a great indicator as it signifies community participation due to improvements in mobility and infrastructure.

County-wide Shuttle Service

Anushka Phalke

INTRO & BACKGROUND... The general idea is to find suitable sites to provide shuttle bus stops at prominent tourist spots in the county. This can later be translated into a parking lot, an EV charging station and/or mobility options such as a bikeshare station to access the historic downtown districts.

KEY POINTS (WHAT IS IT)

- Shuttle connecting existing towns (Tubac, Rio Rico, Nogales, with multiple stops)
- Bus stops located in historic districts

COLLABORATORS

- Santa Cruz County
- Bus companies
- I-19 bike infrastructure companies
- Bikeshare companies

CASE STUDIES

KING COUNTY, WA

- multiple transit options
- Multi-modal

SAVANNAH, GA + CHARLESTON, SC

- Shuttle Bus between two towns
- Parks and Rec options

ROLE OF COUNTY: Incentivize

BUCKET: Fundamentals

GRANTS:

- Transportation Investment Generating Economic Recovery (TIGER) Grants
- Small-scale projects – $300 million
- FAST Act – 10 Pilot Trade
- Planning
- Capital investment for rail, intercity bus, and bus facilities
- I-19 Bike Infrastructure
- Park and ride facilities
- Bikeshare projects in underserved communities close to historic districts

CONNECTION TO V & P PLAN

- Community + Economic Development
- New jobs + skills

IMPACT & METRICS

An increase in visitors from Patagonia or Tubac into Nogales signifies the success of overall county-wide tourism. The main aim is to get people to visit multiple towns in Santa Cruz County in a single trip.

Recurring Events

Anushka Phalke

INTRO & BACKGROUND... This project improves existing festivals, parades, street fairs, block parties etc. so that they are equipped to cater to a larger number of people. Also, generating events that themselves are tourist attractions is a great way to bring in revenue on a county level. As these events gain popularity, more people start attending it every year and thus, the money generated can be used for funding other tourism-focused improvements.

KEY POINTS (WHAT IS IT)

- Ensuring a list of current or Regular Holiday Avenue and Making Arrangements for it
- Reviewing social media to promote events
- Using the event to promote tourism in Nogales

COLLABORATORS

- Santa Cruz County
- Chambers of Commerce
- Local businesses
- Local galleries, museums and proponents of agritourism

CASE STUDIES

SAN LUIS, AZ

- Pioneering culture
- Inclusivity
- Collaborations across border

NEW ORLEANS, LA

- Tourism for all
- Canvassing events for tourism

ROLE OF COUNTY: Partner

BUCKET: Unique Offerings

GRANTS:

- Arizona Commission of the Arts Festival Grant
- 501 (c)(3) Nonprofit Development Arts Grant Programs

TAKING IT FURTHER

- Hosting/planning more events to increase popularity
- Coordinate with Tribes, Art Centers, and other community preservation
- Area-wide/regional events across border events
- Choosing a region for events in different areas of the county

CONNECTION TO V & P PLAN

- Community + Economic Development

IMPACT & METRICS

Increasing revenue from events that covers more than the cost of the event.

Food Truck Parks

Katie Wallace

INTRO & BACKGROUND... Santa Cruz County severely lacks food options. There have been many success stories across the country with food truck parks. Patagonia and Sonoita are the perfect locations for this project because there is ample land space and a need for business growth. The county as a whole needs more placemaking and unique offerings to pull in businesses and tourists. This project will allow for this to be possible by providing both the community and tourists food options. It will connect other parts of the county whether it's through having a food truck or shop, or visiting, and it supports local businesses by giving them the space to thrive.

KEY POINTS (WHAT IS IT)

- Local Business Support
- Unique Offering
- Food Business Incubator Program
- Food Business Workshops

COLLABORATORS

- Builds off the need for food and small businesses
- Local Business Owners

CASE STUDIES

TUCSON, ARIZONA

The new food truck park will include 40 food trucks offering unique foods from across the region.

REDMOND, OREGON

The food truck park has 5 food trucks and 1 walk-up restaurant. They also have music events.

ROLE OF COUNTY: Partner

BUCKET: Unique Offerings

GRANTS:

- Economic Development Administration (EDA)
- EDA provided $1.5 million to support the development of the New Mexico Arts Innovation Park

TAKING IT FURTHER

- Open Garden
- Mobile Canopy
- Pop Up Shops
- Music Events

CONNECTION TO V & P PLAN

- Growing Workforces
- Strategically grow targeted business sectors

IMPACT & METRICS

Using this project in the county could lead to the food truck owners expanding and opening a more formal restaurant. They would become popular and generate enough business to grow. Overall this leads to increased tourism by having a unique offering and space.

Wine Tasting Rooms

Katie Wallace

INTRO & BACKGROUND... The wine industry in Arizona is booming. With a big contributor being the Sonoita/Elgin region in Santa Cruz County. On Wesley Avenue specifically, there is a building with the potential for wine-tasting rooms. Implementing this project allows for local business promotion and county connectivity by expanding the wine business from Sonoita by bringing 3 tasting rooms to Nogales.

KEY POINTS (WHAT IS IT)

- Connecting the County
- Unique Offering
- Local Business Support
- 3 wineries opening in tasting rooms

COLLABORATORS

- The builds off the current Winery District Master Plan and County Visions
- Sonoita Wineries

CASE STUDIES

TEHECULA, CALIFORNIA

- Hosts wine tasting events
- Economic activity generates $1+ billion annually
- Visitors

NAPA VALLEY, CALIFORNIA

- Hosts large events
- Is also home to Napa Valley Film Festival
- Growing Workforces
- Strategically grow targeted business sectors

ROLE OF COUNTY: Incentivize

BUCKET: Fundamentals

GRANTS:

- Economic Development Administration (EDA)
- EDA provided $1.5 million to support the development of the New Mexico Arts Innovation Park

TAKING IT FURTHER

- Temple Tasting Bar
- Coffee Shops
- Wine Festivals

CONNECTION TO V & P PLAN

- Growing Workforces
- Strategically grow targeted business sectors

IMPACT & METRICS

Adding wine tasting makes the area more enjoyable for tourists as well as the locals while also connecting Sonoita/Elgin with Nogales. In turn, this will increase visitation in both places through the wineries being connected to the lasting economic downtown.

Adaptive Reuse/ Pop up Shops

Katie Wallace

INTRO & BACKGROUND... There is a lot of potential in the vacant buildings throughout Santa Cruz County. This project aims to provide building owners an opportunity to have cash flow, and online businesses to try having a store and bring in new activities and shops to attract tourists. This project creates placemaking and a unique offering to increase tourism.

KEY POINTS (WHAT IS IT)

- Stores
- Local Business Support
- Increase Tourism
- Pop up Stand

COLLABORATORS

- The builds from the existing buildings that are currently underused and vacant
- Bringing local businesses in these spaces will allow tourists to grow while also protecting/boosting business growth

CASE STUDIES

PENGUIN CLASSICS

Book store pop up shop in a week long pop up

SPIRIT HALLOWEEN

Halloween seasonal pop up stores

ROLE OF COUNTY: Partner

BUCKET: Fundamentals

GRANTS:

- Community Development Block Grants (CDBG)
- CDBG funding was used to support the redevelopment of a blighted commercial property in Oak Park

TAKING IT FURTHER

- Pop up Museums
- Pop up grocery stores
- Entrepreneurship shops

CONNECTION TO V & P PLAN

- Retain businesses and grow locally jobs
- Strategically grow targeted business sectors

IMPACT & METRICS

If this project is implemented it will help boost the rest of the downtown's business growth which could lead to more ongoing projects that are potentially permanent shops or other uses.

Dark Skies Protection and Development

Sarah McDowell

INTRO & BACKGROUND... Much of Pima and Cochise County have designated dark skies areas that are protected and used for scientific research, amateur astronomy, star gazing, and astrophotography. SCC is an ideal location for astro development; research, amateur astrophotography, observation, and star gazing tourism. To protect existing astronomy assets it is important to have the surrounding areas designated as dark skies areas and avoid light pollution in the regions near these dark skies locations. Several sites that can be developed within dark skies areas include international telescope parks, dark skies campgrounds for stargazing, and telescope parks for local astronomy associations and local schools.

KEY POINTS (WHAT IS IT)

- Designate parts of Santa Cruz County as dark skies areas to protect valuable assets from light pollution.
- Designate observation areas where visitors can camp, set up telescopes and star gaze

COLLABORATORS

- F. L. Whipple Observatory
- Winer Observatory
- Tucson Amateur Astronomy Association (TAAA)
- Huachuca Astronomy Club (HAC)

CASE STUDIES

DARK SKY, NM
Dark Sky New Mexico is an internationally recognized remote telescope hosting facility for serious astrophotographers, universities, and astronomers.

CHIRICAHUA ASTRONOMY COMPLEX, AZ
CAC is the dark skies complex owned by TAAA. It is used by members, host star parties, and is utilized by the local school district.

ROLE OF COUNTY

Partner

BUCKET

Unique Offerings

CONNECTION TO V & P PLAN

- Create an overall brand, retain existing business and industry, and attract new business

GRANT(S)

- The Uwingu Fund
- Light Monitor Grant Program

TAKING IT FURTHER

- International telescope park could bring SCC to the global stage for private and public astronomers
- Connect the public school system with astronomy facilities and the UofA to give students a unique opportunity to learn
- Host star parties for community members and public schools

IMPACT & METRICS

The American Southwest is highly desirable for astronomy activity, it is world-renowned for clear skies and low light pollution. The region already has several observatories, some of which are closed to the public. By connecting these resources with more public sites SCC could offer something regionally unique for locals, tourists, and their public educational institutes. This is a growing market, SCC could enter before other areas become better established.

Seed Projects

Nate Dyhre:

- Adopt A Highway; Business Improvement District: Grand Ave; Urban Vacant Land Program

Stephanie Smith:

- Trail System; Craft Retail; Informal Lodging; Urban Agriculture

Sarah McDowell:

- Main Street Protection; Cross Border Community Art; Dark Skies Protection; Sonoran Heritage Garden

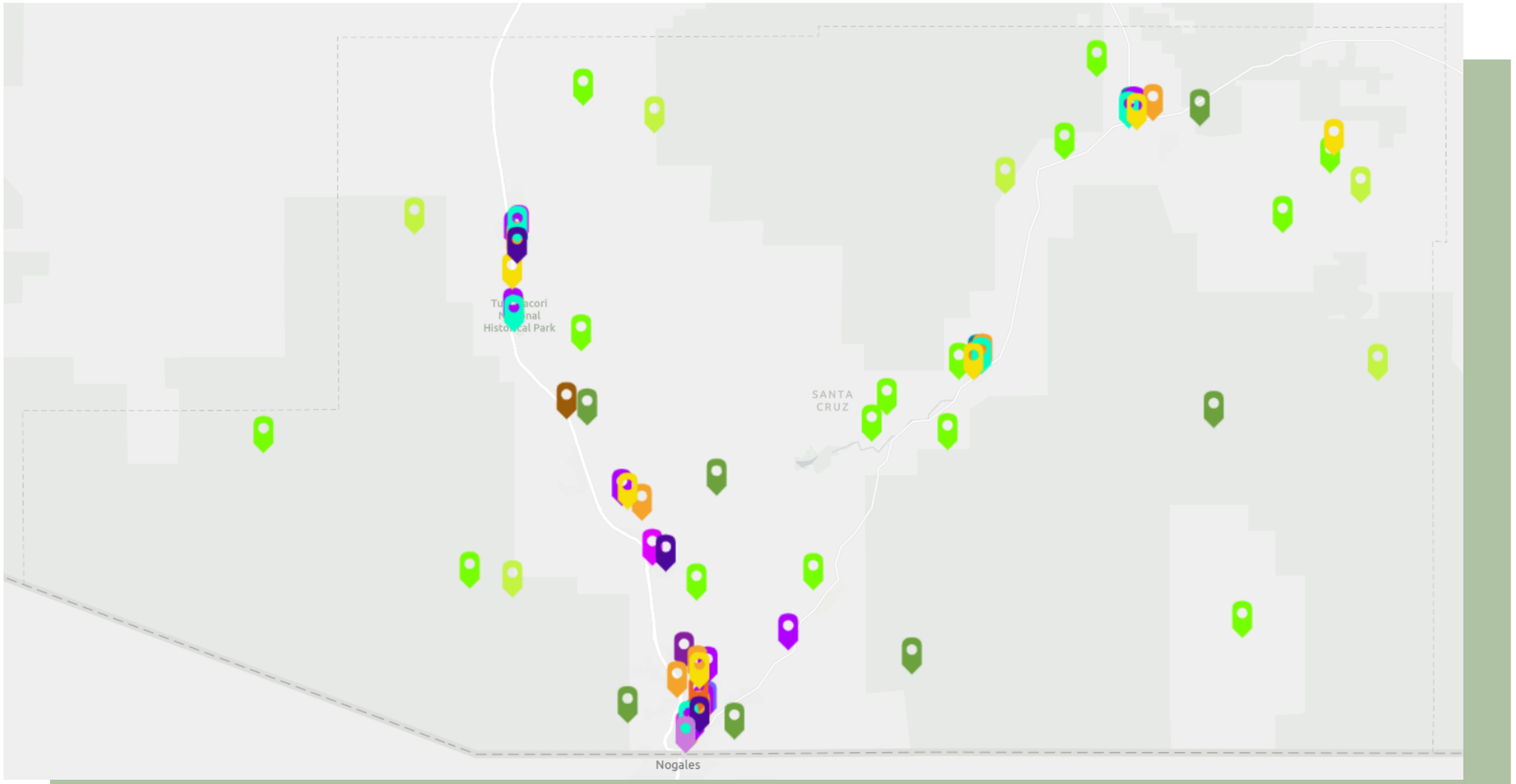
Anushka Phalke:

- Signage and Wayfinding; County-Wide Shuttle Service; Recurring Events

Katie Wallace:

- Food Truck Parks; Wine Tasting Rooms; Adaptive Reuse/Pop Up Shops

Seed Projects



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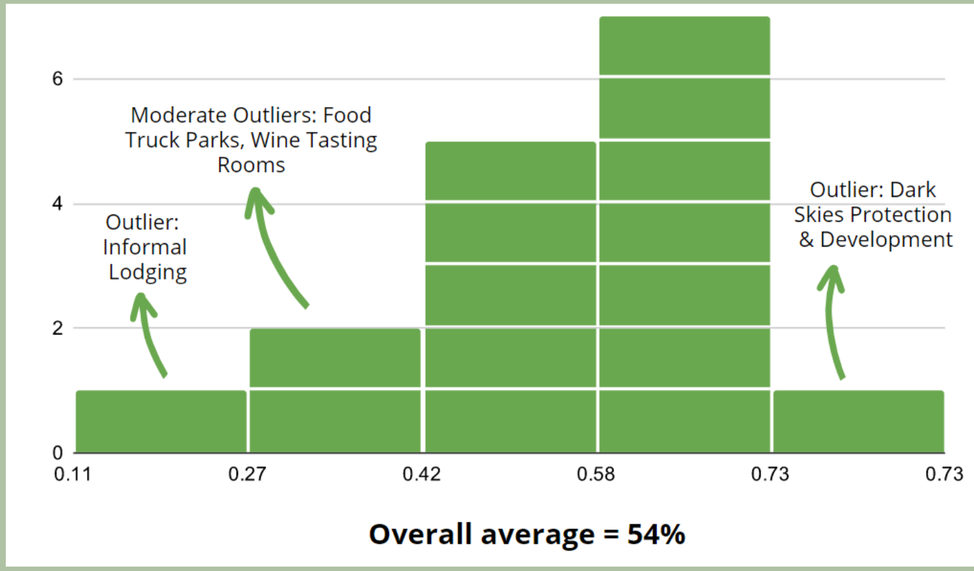
Scenario Planning & Impact Assessment

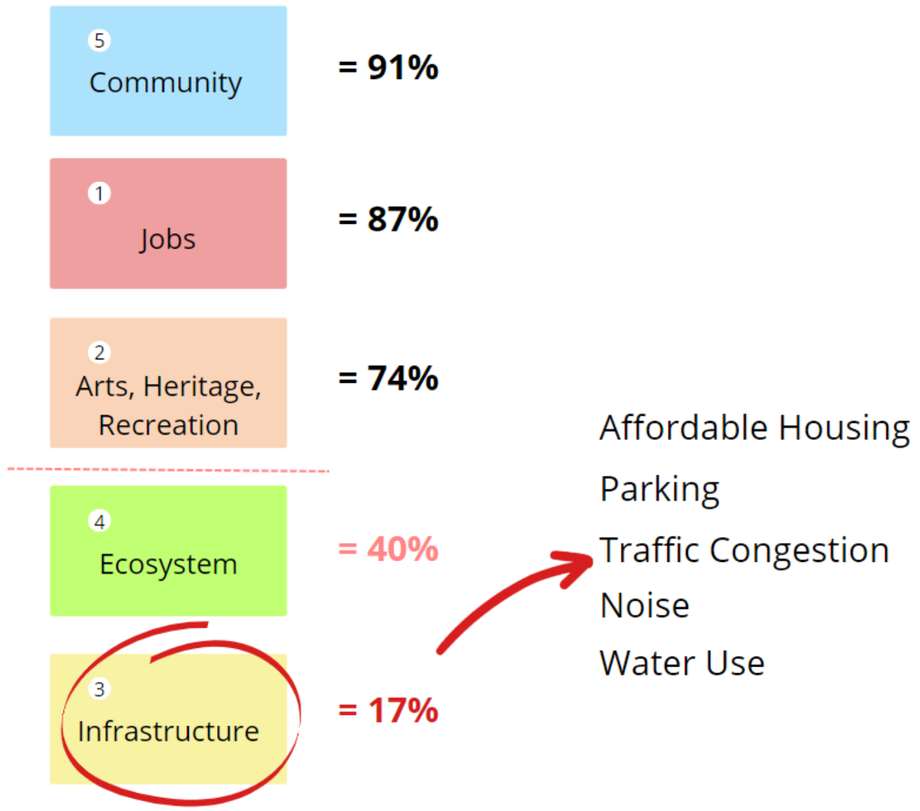
		Nate			Sarah				Stephanie				Anushka			Katie						
	INDICATOR DESCRIPTION	Adopt A Highway: I-19	Business Improvement District: Grand Ave	Urban Vacant Land Program	Main Streets Place Protection	Cross-Border Community Art	Dark Skies Protection and Development	Sonoran Heritage Garden	Trail System	Craft Retail	Informal Lodging	Urban Agriculture	Signage and Wayfinding	County-wide Shuttle Service	Recurring Events	Food Truck Parks	Wine Tasting Rooms	Adaptive Reuse/ Pop up Shops	Total			
1-Economics	job creator, learn new skills	1	2	2	2	2	1	2	2	2	2	2	1	2	2	2	2	2	31	jobs/skills	2	
	local business opportunities/start-ups	1	2	1	2	2	2	2	1	2	2	2	1	2	2	2	2	2	30	startups	2	
	negative impact on existing businesses (2 = positive impact)	2	2	2	2	2	1	1	2	2	1	2	2	2	2	2	2	2	31	creative	2	
	career development for youth	1	1	2	1	2	2	2	2	2	1	2	2	1	2	1	1	1	26		2	
2-Arts, Heritage & Education, Wellness, Lifestyle, Recreation	local art, craft and creative community	1	2	2	2	2	1	2	1	2	1	2	2	1	2	2	1	2	28		2	
	public access to arts and education	1	1	2	2	2	2	2	2	2	1	2	1	1	2	1	2	1	27		2	
	regional heritage affected (+2 = positively or -2 = negatively)	1	1	1	2	2	2	2	2	2	1	2	1	1	2	2	2	2	28		2	
	access to healthy food / active lifestyle	1	1	2	1	1	1	2	2	1	2	2	1	1	1	1	2	1	23		2	
	recreation near me	1	1	1	1	1	1	2	2	1	2	2	1	1	2	1	1	1	22		2	
	cyclist and pedestrian activity (2 = ped & bike oriented, -2 = dangerous)	1	1	2	2	2	1	2	2	1	1	2	2	1	2	2	-2	1	23		2	
3-Land Value, Infrastructure	affordable housing (-2 = will contribute to lack of affordable housing)	1	1	1	-2	-2	1	-2	-2	-2	-2	-2	1	1	-2	-2	-2	-2	-16	affordable housing	2	
	impact on nearby non-residential property values (2 = positive property value growth, -2 = negative, property values go down)	1	2	2	2	2	2	2	2	2	2	2	2	1	2	2	2	2	32	property values	2	
	preservation of important assets (land, buildings)	1	2	1	2	1	1	1	1	1	-2	1	1	1	1	1	1	2	17		2	
	noise pollution (2 = extra quiet, 1 = no noise pollution, -2 = louder)	1	-2	1	-2	1	2	2	2	-2	-2	1	1	1	-2	-2	-2	1	-1	noise	2	
	low sprawl (2 = does not contribute to sprawl, 1 = not sure)	1	1	1	2	1	2	1	1	1	1	1	1	2	1	1	2	2	22		2	
	transit options (2 = creates options)	1	1	1	1	1	1	1	1	1	1	1	2	2	1	1	1	1	19		2	
	traffic congestion (2 = reduces, -2 = increases)	1	1	-2	-2	-2	1	-2	-2	-2	-2	-2	-2	2	-2	-2	-2	-2	-21	traffic	2	
	more parking areas needed (-2 = more parking)	1	-2	1	-2	-2	1	-2	-2	-2	-2	-2	1	2	-2	-2	-2	1	-15	parking	2	
	low DUI rates (2 = reduces DUI)	1	1	1	1	1	1	1	1	1	1	1	1	2	1	1	-2	1	15		2	
4-Ecosystem Protections	climate aware	1	1	1	2	1	2	2	1	2	-2	2	2	2	1	1	1	1	21		2	
	wildlife protection	1	1	1	1	1	2	2	-2	1	-2	2	1	1	1	-2	1	1	11		2	
	fragile ecosystems are protected	1	1	1	1	1	2	1	2	1	-2	1	1	1	1	-2	1	1	13		2	
	responsible water use	1	-2	-2	1	1	1	-2	1	1	2	-2	2	1	-2	1	-2	1	1	water use	2	
	fire risk	2	1	2	1	1	1	2	2	-2	-2	1	1	1	1	-2	1	1	12		2	
	clean air	1	1	2	1	1	2	2	2	1	1	2	2	2	1	1	1	1	24		2	
	dark skies (2 = extra dark, 1 = no added light pollution, -2 = more light)	1	1	1	1	1	2	2	2	1	-2	2	1	1	1	-2	1	1	15		2	
	protected viewsheds (2 = not visible, 1 = n/a, -2 = potentially visible)	1	1	1	1	1	1	1	-2	1	-2	1	1	1	1	1	1	1	11	10	2	
5-Community Cohesion & Attractiveness	community cohesion and pride	2	2	2	2	2	2	2	2	1	1	2	2	2	2	2	2	1	31	pride	2	
	loss of community character (2 = does not contribute to lost of char.)	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	34	comm character	2	
	community is welcoming	2	2	2	2	2	2	2	2	1	1	2	2	2	2	2	2	2	32		2	
	cross border relations (2 = stronger, -2 = weaker)	1	1	1	2	2	1	2	2	2	2	2	2	2	2	2	2	2	30	cross-border	2	
	clean public spaces and attractiveness (2 = increases)	2	2	2	2	2	1	2	2	1	1	2	2	1	1	1	1	2	27		2	
	TOTAL	**38**	**33**	**40**	**36**	**37**	**47**	**41**	**36**	**28**	**7**	**40**	**43**	**46**	**31**	**19**	**23**	**38**			**64**	**perfect score**
		59%	52%	63%	56%	58%	73%	64%	56%	44%	11%	63%	67%	72%	48%	30%	36%	59%				

Scenario Planning & Impact Assessment

3-Land Value, Infrastructure	impact on nearby non-residential property values (2 = positive property value growth, -2 = negative, property values go down)	1	2	2	2	2	2	2
	preservation of important assets (land, buildings)	1	2	1	2	1	1	1
	noise pollution (2 = extra quiet, 1 = no noise pollution, -2 = louder)	1	-2	1	-2	1	2	2
	low sprawl (2 = does not contribute to sprawl, 1 = not sure)	1	1	1	2	1	2	1
	transit options (2 = creates options)	1	1	1	1	1	1	1
	traffic congestion (2 = reduces, -2 = increases)	1	1	-2	-2	-2	1	-2
	more parking areas needed (-2 = more parking)	1	-2	1	-2	-2	1	-2
	low DUI rates (2 = reduces DUI)	1	1	1	1	1	1	1
4-Ecosystem Protections	climate aware	1	1	1	2	1	2	2
	wildlife protection	1	1	1	1	1	2	2
	fragile ecosystems are protected	1	1	1	1	1	2	1
	responsible water use	1	-2	-2	1	1	1	-2
	fire risk	2	1	2	1	1	1	2
	clean air	1	1	2	1	1	2	2
	dark skies (2 = extra dark, 1 = no added light pollution, -2 = more light)	1	1	1	1	1	2	2
	protected viewsheds (2 = not visible, 1 = n/a, -2 = potentially visible)	1	1	1	1	1	1	1
5-Community Cohesion & Attractiveness	community cohesion and pride	2	2	2	2	2	2	2
	loss of community character (2 = does not contribute to lost of char.)	2	2	2	2	2	2	2
	community is welcoming	2	2	2	2	2	2	2
	cross border relations (2 = stronger, -2 = weaker)	1	1	1	2	2	1	2
	clean public spaces and attractiveness (2 = increases)	2	2	2	2	2	1	2
	TOTAL	**38**	**33**	**40**	**36**	**37**	**47**	**41**
		59%	52%	63%	56%	58%	73%	64%



Analysis of Negative Impacts



Dark Skies Protection and Development

Overall score = **73%**

Top scores in:
- Ecosystem
- Community

Lower scores in:
- Infrastructure

Keywords & discussion:
Dark skies initiatives are win-win

Informal Lodging

Overall score = **11%**

Top scores in:
- Jobs

Lower scores in:
- Ecosystem

Keywords & discussion:
Good in theory but when these are located outside of community centers the costs are high

Impact Mitigation through Case studies

Traffic Congestion
Score: -21

Case studies:
Sedona, AZ
Durango, CO

Strategies:
Traffic monitoring
Pedestrian streets
Congestion pricing

Affordable Housing
Score: -16

Case studies:
Moab, UT
Richmond, VA

Strategies:
Increasing building density
Accessory Dwelling Units
Revitalizing older neighborhoods

Parking Management
Score: -15

Case studies:
Hood River, OR
Aspen, CO

Strategies:
Limiting parking spaces
Incentivizing transit options
Car free day

Noise
Score: -1

Case studies:
National Park Service, USA
Bar Harbor, ME

Strategies:
Silent areas
Encouraging walking/biking
Noise absorbing materials

Water Use
Score: 1

Case studies:
Jackson Family Wines, CA
Desert cities, AZ

Strategies:
Water metering
Harvesting water
Recycling water

Conclusion

	Nogales	Rio Rico	Tubac/Tumac.	Patagonia	Sonoita/Elgin/ Canelo
'Prosperity' Keywords	Growth • **Beautification** • **Protection** • **Border Culture** • **Placemaking** • **Wellness** • **Recreation** • **Prosperity for All**	Sense of Place • **Community-Building** • **Placemaking** • **Recreation** • **Wellness**	Optimization • **Expanding Networks** • **Protection** • **Local Experience**	Protection • **Nature-Based Lifestyle** • **Expanding Networks** • **Low-Impact** • **Community Cohesion**	Safety • **Ranching/Wine Lifestyle** • **Expanding Networks** • **Low-Impact** • **Community Cohesion** • **Viewsheds**
Opportunities	Build a tourism foundation (new biz, jobs & skills); attract from North & South	Use 'tourism' as an opportunity to build community	Mitigate against over-tourism; spread tourism infrastructure outward via networks	Copy existing models of extremely low-impact tourism development	Maintain existing community and local biz while adding safety measures
Intensity	**Highest**	**High**	**Moderate**	**Low**	**Lowest**
Key Seeds	• Biz Improvement Dist. • Urban Vacant Land • Urban Ag/Heritage Gdn • Cross-Border Art • Main Street Protections • Shuttle Service • Wine Tasting Rooms/Popups • Recurring Events	• Signage & Wayfinding • Adaptive Reuse • Urban Ag/Urban Vacant Land • Recurring Events • Food Truck Parks • Trail System	• Wine Tasting Rooms • Shuttle Service • Food Truck Parks • Urban Ag	• Informal Lodging • Trail System • Craft Retail • Dark Skies • Shuttle Service	• Signage & Wayfinding • Shuttle Service • Craft Retail • Informal Lodging
Network Opps	**Tubac & Sonoita**	**Tubac & Sonoita**	**Sonoita**	**Nogales & Tubac**	**Nogales & Tubac**
Potential Negative Impacts	**Gentrification & Displacement**	**Congestion**	**Over-Tourism**	**Over-Tourism**	**Over-Tourism**

Thank you.

Santa Cruz County 5-Year Tourism Sector Prosperity Plan | **CAPLA Capstone 2023**